



SUGGESTED DCI REMARKS

SIS Awards Ceremony
18 January 1984

GOOD MORNING. WE ARE HERE TODAY TO HONOR SOME OF OUR SENIOR INTELLIGENCE OFFICERS. THE OFFICERS WE HONOR THIS MORNING REFLECT THE FINEST QUALITIES OF THE CIVIL AND INTELLIGENCE SERVICES, AND I AM HAPPY TO PRESENT RANK STIPEND AWARDS AND SIS PROMOTIONS TO SUCH A ~~DESERVING~~ ^{an outstanding men & women.} GROUP. ~~I AM IMPRESSED WITH~~ ^{these} THE DEDICATION AND ENTHUSIASM ~~OUR~~ ^{work is a source of continuing inspiration to all of us.} SENIOR OFFICERS HAVE BROUGHT TO THEIR TASKS. WITHOUT THIS TALENT AND DEDICATION, IT WOULD BE IMPOSSIBLE TO PROVIDE THE HIGH-QUALITY INTELLIGENCE PRODUCT ^{kind of} ~~ON WHICH~~ ^{our nation needs & which} THE PRESIDENT RELIES IN MAKING CRITICAL DECISIONS AFFECTING THE NATIONAL INTEREST.

THE DECADE OF THE SEVENTIES WAS TOUGH FOR INTELLIGENCE, BUT NOW WE ARE REBUILDING OUR INTELLIGENCE SERVICE. STAT

WE HAVE A
NEW SPIRIT OF COOPERATION AMONG VARIOUS AGENCIES THAT MAKE UP THE INTELLIGENCE COMMUNITY, DUE IN PART TO A RENEWED EMPHASIS ON MAKING SURE ALL HYPOTHESES AND ALTERNATIVE CONCLUSIONS ARE HEARD. ^{specific} OUR ANALYSTS ARE INCLUDING A RANGE OF POSSIBILITIES ^{a outcomes in} INTO ALL OF THEIR ANALYSES, HOPEFULLY BETTER PREPARING POLICY MAKERS TO COPE WITH A VARIETY OF OUTCOMES TO A PROBLEM OR CRISIS.

Senior Review panel - failure - single outcome
WE ARE REACHING OUT MORE TO UNIVERSITIES AND THINK TANKS, SEARCHING OUT NEW PERSPECTIVES. WE RECOGNIZE INTELLIGENCE ORGANIZATIONS HAVE NO MONOPOLY ON TRUTH. WE ARE HOLDING MORE JOINT CONFERENCES AND ENCOURAGING OUR ANALYSTS TO STRENGTHEN THEIR SCHOOL TIES AND TO TAKE ADDITIONAL COURSES.

WE ARE PROGRESSING IN OUR RECRUITMENT EFFORTS TO BRING INTO THE AGENCY THE MOST QUALIFIED CANDIDATES AVAILABLE. WE REALIZE WE STILL HAVE WORK TO DO AS THIS MUST BE A VIBRANT AND ONGOING PROCESS. AT THE END OF 1983 FISCAL YEAR, THE AGENCY WAS RIGHT AT ITS AUTHORIZED STRENGTH. SO FAR DURING THIS FISCAL YEAR, WE HAVE BROUGHT IN ALMOST AS MANY

CAREER TRAINEES AS ALL OF LAST YEAR AND HAVE BEEN ABLE TO MEET THE SIGNIFICANT GROWTH IN THE COMMUNICATIONS FIELD. OUR IMPROVED CAPABILITIES WILL BE OF LITTLE VALUE IF WE DON'T HIRE THE FINEST PEOPLE IN THE COUNTRY TO USE ^{our} ~~THE~~ RESOURCES. SPOTTING OF GOOD TALENT FOR THE AGENCY IS EVERYBODY'S JOB, AND I ENCOURAGE YOU TO REFER APPLICANTS. A RECENT EMPLOYEE BULLETIN SIGNED BY JOHN McMAHON ENCOURAGED STAFF EMPLOYEES TO REFER WELL-QUALIFIED CANDIDATES. THIS APPEAL PRODUCED OVER 1,000 REFERRALS, AND ALL BUT 75 OF THESE CANDIDATES HAVE BEEN CONTACTED BY THE OFFICE OF PERSONNEL. WE ARE ALSO ENLISTING THE AID OF OUR ALUMNI, THE RETIRED MEMBERS OF OUR CIA FAMILY.

We are working hard to improve training, educational opportunities, and to provide challenge, opportunity,
OVER THE NEXT SEVERAL YEARS THE AGENCY WILL FACE DEMANDS FOR INCREASED FOREIGN INTELLIGENCE COLLECTION AND ANALYSIS, A CONTINUING HOSTILE OPERATING ENVIRONMENT OVERSEAS, INCREASED SECURITY THREATS TO ITS ACTIVITIES, AND DIFFICULT MANAGEMENT AND TECHNOLOGICAL PROBLEMS. WE WILL NEED HIGHLY QUALIFIED AND MOTIVATED PEOPLE TO MEET THIS CHALLENGE. WE MUST GIVE THEM THE TECHNICAL AND MANAGEMENT SUPPORT THEY NEED. IMPROVEMENTS IN OUR CAPABILITIES MUST NOW COME MORE FROM QUALITATIVE IMPROVEMENTS IN HUMAN SKILLS, TECHNIQUES, TECHNOLOGY, AND MANAGEMENT THAN FROM THE RESOURCE GROWTH WE HAVE ENJOYED IN RECENT YEARS. THIS WILL INCREASE THE RESPONSIBILITIES ^{and opportunities} OF ALL MEMBERS OF THE SENIOR INTELLIGENCE SERVICE, NOT JUST THOSE WE RECOGNIZE TODAY.

A SPECIAL WORD FOR THOSE OF YOU WHO JOIN THE SIS TODAY. ALONG WITH THE SPECIAL BENEFITS THAT COME WITH YOUR APPOINTMENT, YOU ALSO ASSUME THE RESPONSIBILITY TO PROVIDE THE TYPE OF QUALITY PERFORMANCE AND LEADERSHIP NEEDED FOR CONTINUED SUCCESS IN FULFILLING THE AGENCY MISSION AND FUNCTIONS. TO HELP YOU CARRY OUT THESE RESPONSIBILITIES, A NEW COURSE HAS BEEN DEVELOPED. IN FEBRUARY YOU WILL BE ATTENDING THE FIRST RUNNING OF THE NEW EXECUTIVE LEVEL COURSE DEVELOPED TO PREPARE YOU FOR YOUR IMPORTANT ROLE. THIS IS A TWO-WEEK MANDATORY COURSE WHICH WILL GIVE YOU AN OPPORTUNITY TO EXPERIENCE IN THE CLASSROOM MANY OF THE SITUATIONS YOU WILL FACE AS NEW SENIOR EXECUTIVES. IT WILL INCLUDE A LOOK AT THE AGENCY'S TEN-YEAR STRATEGIC PLAN AND PROVIDE YOU AN OPPORTUNITY TO DISCUSS IT WITH THE DDCI. EACH OFFICER WILL TAKE PART IN A VARIETY OF EXERCISES COVERING SUCH AREAS AS CONFLICTS OF INTEREST, CONFLICT BETWEEN A PROPOSED OPERATIONAL INITIATIVE AND THE EXECUTIVE ORDER CONCERNING LIMITATIONS ON CIA ACTIVITIES, QUESTIONABLE USE OF OPERATIONAL FUNDS, AND

CONCERN OVER POSSIBLE POLITICAL ADJUSTMENT TO AN INTELLIGENCE PRODUCT. *ask for* I ~~LOOK FORWARD~~ TO
comment on YOUR RECOMMENDATIONS AS TO HOW THE COURSE CAN BE IMPROVED.

STAT

I CHALLENGE ALL SIS PERSONNEL TO CONTINUE TO STRIVE FOR EXCELLENCE IN ACHIEVEMENT OF PERFORMANCE OBJECTIVES AND TO MOTIVATE AND DEVELOP OUR EMPLOYEES AT ALL GRADE LEVELS WHO ALSO CONTRIBUTE SIGNIFICANTLY TO OUR MISSION ACCOMPLISHMENT.

I THANK EACH OF YOU FOR YOUR EXCEPTIONAL CONTRIBUTION TO THE MISSION OF THE AGENCY AND EXTEND MY SINCERE CONGRATULATIONS TO THOSE OF YOU RECEIVING THESE COVETED AWARDS AND PROMOTIONS TODAY. I ALSO RECOGNIZE THE FAMILIES OF OUR AWARD WINNERS FOR THE VALUABLE CONTRIBUTION THEY MAKE IN THEIR SUPPORTIVE ROLE TO OUR SENIOR OFFICERS. I CONGRATULATE YOU ALL.